

The Brookings Institution



1775 MASSACHUSETTS AVENUE N.W. / WASHINGTON D.C. 20036 / CABLES: BROOKINST / TELEPHONE: (202) 797-6000

June 26, 1974

The Honorable  
William Colby  
Director of Central Intelligence  
Washington, D. C. 20505

Dear Mr. Colby:

I am writing to invite you to nominate senior officials in your organization to participate in the Institution's educational conferences during 1974-75. These programs will build on the approach to leadership education established by Brookings some fifteen years ago.

Three series of programs will be conducted during 1974-75:

Conferences for Senior Executives on Public Policy Issues offer opportunities for senior officials to strengthen their leadership abilities through intensive analysis and discussion of important issues in national and international policy.

Conferences on Business in Contemporary Society are designed to increase the Federal executive's understanding of business management and operations and to bridge gaps in perception between government and business.

Conferences for Science Executives bring together senior scientists from diverse backgrounds to explore numerous aspects of the relationships of science and technology to public policy.

Information about each series of programs is contained in the enclosed brochure--including dates, locations, fees, sample schedules, and eligibility requirements. We are particularly eager to receive nominations of women and members of minority groups. Fees do not meet the entire costs of these programs and Brookings will continue to provide the necessary subsidy from its own funds.

We hope that a sizable number of your senior officials will attend these executive education programs, and will appreciate receiving your nominations by August 26, 1974.

Sincerely,

Kermit Gordon  
President

Enclosure

# Brookings Educational Programs for Government Executives 1974-75

Fifteenth year of the nationally  
recognized Brookings conferences  
designed to—

- increase government leaders' awareness of the national and international environment in which public policy issues are defined and resolved
- broaden their knowledge of domestic and international policy issues
- bridge gaps in perception between government and business
- contribute to problem solving in the public policy area

Advanced Study Program  
THE BROOKINGS INSTITUTION  
Washington, D.C.

## Brookings Programs for Government Executives

The Brookings Institution's conferences and other programs for government executives provide a unique form of executive education, through which more than 400 senior officials come together each year with scholars and corporate executives who participate as visiting faculty and resource specialists. The conferences are conducted in cooperation with federal departments and agencies, state and local governments, and major business firms by the Institution's Advanced Study Program, directed by James M. Mitchell. Many conferences are designed to give government executives opportunities to increase their understanding of significant public policy issues. Others provide neutral forums where government and business leaders can meet to explore the roles of government and business in contemporary society.

### The Conceptual Dimensions of Executive Education

Conferences offered by the Advanced Study Program during 1974-75 will build on the pioneering approach to leadership education established by Brookings in 1959. Increasingly, government at all levels—federal, state, and local—recognizes the need for professional growth in its key executives. Such growth is essential if government leaders are to respond to the changing demands of our dynamic society. In addition to technical, administrative, and human relations skills, today's executive must possess conceptual skills—the least understood but most important area of growth for an executive. Conceptual growth reflects the executive's ability to understand the forces affecting his or her environment—to comprehend the interrelationships between government programs and social needs. It is essential in establishing objectives for and evaluating the results of government programs. The Advanced Study Program's conferences contribute to the conceptual growth of senior government executives by exposing them to a spectrum of ideas and analyses of public policy issues and encouraging them to form independent judgments.

Requests for information and nomination forms should be addressed to:

**Barbara Littell** Staff Associate  
Advanced Study Program  
The Brookings Institution  
1775 Massachusetts Avenue, N.W.  
Washington, D.C. 20036  
Telephone (202) 797-6272 or 797-6269

## Conferences for Senior Executives on Public Policy Issues

Six two-week conferences for senior government management and program executives will be conducted during 1974-75. Five conferences will be conducted in Williamsburg or Virginia Beach, Virginia; one will be held in the Denver/Colorado Springs area. They will provide opportunities for stimulating study, analysis, and discussion of major issues in public policy. Emphasis will be on the fundamental political, social, and economic factors that affect these issues and their resolution.

Each participant group comprises individuals who occupy positions of leadership in their respective governmental organizations. Participants are encouraged to share and critically examine their ideas and experiences on the subjects under study. Resource leaders from prominent academic institutions, government, the media, and other parts of the private sector serve as catalysts for each participant group, providing essential information, opening important issues, and advancing new perspectives. The sessions are informal and off the record in order to maximize the interchange of information and ideas. Conferences will be held on the following dates:

**October 6-18, 1974**

**December 1-13, 1974**

**January 5-17, 1975**

**January 19-31, 1975**

**February 16-28, 1975**

**May 11-23, 1975 (Colorado)**

The conference fee of \$1000 covers tuition, reading materials, and related educational costs. Excluded are American Plan hotel costs and travel to and from the conference location. Federal executives should be in grades GS-16 to GS-18, or equivalent. GS-15s will be considered on an exceptional basis. Selected state and local government executives are also invited to participate.

### SAMPLE PROGRAM:

#### Conference for Senior Executives on Public Policy Issues

January 6-18, 1974

#### Government in a Free Society

Harold W. Chase  
University of Minnesota

#### The Court, the Constitution and Public Policy

Victor Rosenblum  
Northwestern University Law School

#### The Federal Decision-Making Process

Fordeyce W. Luikart  
Brookings Institution

#### Congress: The First Branch of Government

D. B. Hardeman  
Trinity College

#### Congressional-Executive Relationships

Harvey Mansfield  
Columbia University

#### Science and Technology: Progress, Problems, and Prospects

Everett Mendelsohn  
Harvard University

#### The Presidency and the Press

Saville Davis  
Former Washington Bureau Chief,  
Christian Science Monitor

#### Bureaucratic Power and American Democracy

Herbert Kaufman  
Brookings Institution

#### Labor, Technology and Public Policy

Gus Tyler  
International Ladies' Garment Workers' Union

#### The Administration's Program for Correcting the Economy

Nancy H. Teeters  
Library of Congress

#### The Current Economic Dilemma

Walter Fackler  
University of Chicago

#### International Economic Policy

Edward R. Fried  
Brookings Institution

#### The Environmental Crisis

William Cooper  
Michigan State University

#### New Policies for Urban Growth and Development

Leo Molinaro  
American City Corporation

#### The Middle East Crisis

Richard Nolte  
Institute for Current World Affairs

#### New Forces in International Relations

Seyom Brown  
Brookings Institution

#### Détente with China

A. Doak Barnett  
Brookings Institution



## Conferences on Business in Contemporary Society

Five one-week conferences are held in selected cities in which the corporate offices of major U.S. business firms are located. The conferences are designed to broaden perspectives on the role of business in American society and on the international scene.

Senior federal executives meet with the officers of nine or ten leading corporations to explore the philosophy and operations of the corporation, the development and execution of corporate policies, the responsibilities, motivations, and outlook of corporate officials, and the impact of government on the private sector of the economy. Supplementing this first-hand exposure to the world of corporate management are occasional dinner sessions with thoughtful observers of economic, social, and political trends in contemporary society.

Preparatory readings are a part of the program but the heart of the educational process is informal and frank discussion. Dates and locations of the 1974-75 conferences are as follows:

### **December 1-6, 1974**

Los Angeles/San Francisco

### **February 2-7, 1975**

Dallas/Houston

### **March 16-21, 1975**

Philadelphia/New York

### **April 20-25, 1975**

Cleveland/Detroit

### **May 18-23, 1975**

Minneapolis/St. Paul

The conference fee of \$500 covers tuition, reading materials, group meals, and related educational costs, excluding lodging and travel to and from the conference city. Nominees should be in grades GS-16 to GS-18, or equivalent. GS-15s will be considered on an exceptional basis.

### **SAMPLE PROGRAM:**

#### **Conference on Business in Contemporary Society**

Chicago, May 12-17, 1974

**United States Steel Corporation**  
Organization and management of human, material and financial resources

Vice President Logelin and corporate colleagues

**R. R. Donnelley & Sons Company**  
Problems of finance, investment, and labor relations

Chairman Donnelley and senior officials

**The Businessman's Role in Society**

Walter D. Fackler  
Professor of Business Economics and Director of Management Programs  
Graduate School of Business  
The University of Chicago

**Swift & Company**

Analysis of cash management, consumerism, research, and energy issues

Group Vice President Huskisson and senior executives

**Standard Oil Company (Indiana)**

The energy business in past, present and future perspectives  
Vice Presidents Smith and Farrell and other corporate officials

**Commonwealth Edison Company**

Problems of government regulation and developing viable alternatives for future power generation

Executive Vice President O'Connor and senior executives

**Continental Bank**

Basic trends in international banking and corporate development

Senior Vice President Keeley and other bank officers

**Illinois Central Gulf Railroad**

Problems, needs and resources of the railroad industry

Chief Executive Officer Boyd and other top officials

**Sears, Roebuck and Co.**

Examination of personnel development and merchandise buying

Senior corporate officials

**The Role of Labor in a Changing Society**

Stanley L. Johnson, President  
Illinois State AFL-CIO

**United Air Lines, Inc.**

Management techniques for spurring productivity, service, and profitability

Senior Vice President Moore and other officials

## Conferences for Science Executives on Issues in Science and Technology

Four six-day conferences for senior scientists, administrators of government science programs, and engineering executives will be conducted in Williamsburg, Virginia, during 1974-75. These conferences explore numerous aspects of the relationships of science and technology to public policy.

Each participant group is composed of senior science executives in government whose professional backgrounds range over the biological, engineering, medical, mathematical, physical, and social sciences. The conferences give them an opportunity to meet in an educational setting—free of operational stresses—to reflect on and discuss national science policy and American society. Nationally prominent academicians and leaders from public and private life serve as speakers and resource persons. Each session is off the record and encourages an exchange of ideas drawing on participant knowledge and experience, analysis of background readings, and views of the speaker. Conferences will be held on the following dates:

**November 10-15, 1974**

**December 8-13, 1974**

**February 9-14, 1975**

**March 9-14, 1975**

The conference fee of \$550 covers tuition, reading materials, and related educational costs. Excluded are American Plan hotel costs and travel to and from the conference location. Nominees should be in grades GS-16 to GS-18 or equivalent. GS-15s will be considered on an exceptional basis.

### **SAMPLE PROGRAM:**

#### **Conference for Science Executives on Issues in Science and Technology**

February 10-15, 1974

#### **A Congressional View of Science and Technology**

Hon. Thomas N. Downing  
U.S. Representative (1-Va.)  
Member, House Science & Astronautics Committee

#### **Democratic Government in a Technical Age and Philosophy of Science**

Harold W. Chase  
Professor of Political Science  
University of Minnesota

May Brodbeck  
Professor of Philosophy  
University of Minnesota

#### **Technology, Labor Trends, and Public Policy**

Gus Tyler  
International Ladies' Garment Workers' Union

#### **Strategies for Applied Research**

Joel A. Snow  
Deputy Assistant Director for Science and Technology  
Research Applications to National Needs  
National Science Foundation

#### **Drugs and American Society: Current Issues and Future Policy Dilemmas**

James L. Goddard  
Chairman, Ormont Drug and Chemical Co., former U.S. Commissioner of Food and Drugs

#### **Policies for Urban Growth and Change, and Urban Technology**

Leo Molinaro  
President  
The American City Corporation

#### **Public Policies for the Biological Revolution**

Harmon L. Smith  
Professor of Moral Theology  
Duke University Divinity School

#### **Prospects for the Survival of Man**

John R. Platt  
Professor of Physics and Associate Director, Mental Health Research Institute  
University of Michigan

#### **The Natural Dimensions of the Environmental Crisis**

William E. Cooper  
Population Ecologist  
Michigan State University

#### **Environmental Sciences and the Political and Economic System**

Professor Cooper

### **Special Programs for Problem Solving and Evaluation**

In addition to its scheduled series of conferences, the Advanced Study Program conducts special programs at the request of federal agencies and the Congress. Some recent examples:

- **Conferences on planned variations of the Model Cities program** conducted for the Philadelphia Federal Regional Council, state and local officials, and citizen leaders, under the auspices of the Department of Housing and Urban Development
- **Seminars on democratic participation in economic development** for mission chiefs and program officers of the Agency for International Development
- **A conference on manpower services for the welfare poor** for senior administrators in the Department of Labor
- **Seminars on developments in science** for members of Congress and their staffs (sponsored jointly by the American Association for the Advancement of Science and Brookings)
- **Seminars on public policy issues** for members of Congress and their staffs (sponsored jointly by the Congressional Research Service and Brookings)

### **About Brookings**

The Brookings Institution is a nonprofit organization devoted to research, education, and publication in economics, government, foreign policy, and the social sciences generally. In its research, it functions as an independent analyst and critic, committed to publishing its findings for the information of the public. In its conferences and other activities, it serves as a bridge between scholarship and public policy, bringing new knowledge to the attention of decision makers and affording scholars a better insight into policy issues. The Institution's Advanced Study Program is a unique educational organization devoted to public policy education of leaders in both government and business.

**Douglas Dillon** Chairman, Board of Trustees  
**Kermit Gordon** President  
**James M. Mitchell** Director, Advanced Study Program

Photos by Paul Conklin



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*Advanced Study Program*

June 26, 1974

Mr. Alfonso Rodriguez  
Director of Training  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Rod:

Enclosed for your information is a copy of the letter which Kermit Gordon, the President of Brookings, sent to Federal department and agency heads today inviting their participation in Brookings educational programs during fiscal year 1975. We hope that these programs are responsive to the requirements of OMB and the CSC for increased executive development opportunities for government executives.

The enclosed brochure describes each series of educational programs and includes sample schedules from the current year and information on dates, locations, fees and eligibility. Nominees for all programs should be senior officials, preferably in grades GS 16-18. GS-15's who occupy positions of significant responsibility and who will move into supergrade positions in the near future will also be considered. As President Gordon indicates, we are particularly eager to receive nominations of women and members of minority groups. Special consideration will be given to these nominations.

Additional copies of the brochure and nomination forms may be obtained from Mrs. Barbara Littell of my staff, 797-6272 or 797-6269. Mrs. Littell can also arrange for a limited number of spaces to be reserved in each program, if this is your preference.

We look forward to receiving your nominations for the 1975 series of programs by August 26, 1974. Nominations received after that date will be considered on a space available basis.

Sincerely,

James M. Mitchell  
Director

Enclosures

28 June 1974

MEMORANDUM FOR: Senior Training Officers  
O/DCI, DDI, DDM&S, DDO, DDS&T

SUBJECT : Brookings Educational Programs for Government  
Executives 1974-75

1. The Agency has been invited to nominate senior career officials to participate in the Brookings Institution's educational programs during fiscal year 1975. The attached brochures and nomination forms are for distribution to your training officers.

2. Nominees should be in grades GS-16 to GS-18 for all conferences. GS-15's who occupy positions of significant responsibility and who will move into supergrade positions in the near future will also be considered. The Brookings Institution is particularly eager to receive nominations of women and members of minority groups and will give special consideration to these nominations. The Conference for Senior Executives on Public Policy Issues to be held in Colorado will be available only to Agency employees assigned in the Midwest and West.

3. Nominations should be prepared on the attached form and should be accompanied by an up-to-date bio profile and the most recent fitness report. On the first page of the form do not complete anything below and including the Billing Instructions section. NOTE: Applicants are asked to indicate first and second choice dates for the same program.

4. You are reminded that Agency employees selected to attend these programs must do so on a completely overt basis.


5. Please submit six copies of all nomination papers to me by Friday, 26 July 1974.

25X1A

  
Executive Secretary  
Training Selection Board

Atts

cc: O/EE0

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Executive Secretary  
  
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